



DEPARTMENT OF STATE  
WASHINGTON

March 11, 1971

Dr. Hugh T. Cunningham  
Director of Training  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Dr. Cunningham:

Enclosed are some materials relating to the National Interdepartmental Seminar that may be useful to you. As you know, the first meeting of the Task Force has been scheduled for 3:00 p.m., March 16, in Deputy Under Secretary Macomber's office.

Sincerely,

Howard E. Sollenberger  
Acting Director  
Foreign Service Institute

Enclosures

MINUTES OF TASK FORCE MEETING 1

The initial meeting of the Task Force established to study the National Interdepartmental Seminar convened at 3 p.m., March 16, in Deputy Under Secretary William Macomber's Conference Room. Mr. Macomber opened the meeting by presenting a brief history of the NIS and outlined some of the difficulties that had come about over the years in that the Seminar had come to be looked upon by the civilian agencies as largely a counterinsurgency course. Mr. Macomber stated that he thought that this was unfair and he had looked rather carefully at the operation of the Seminar during the past year and found that such an image was not at all valid. Mr. Macomber went on to say that he believed the continued operation of this or a similar effort was mandatory particularly in view of the fact that the world of diplomacy was a rapidly changing world and that it was imperative that close coordination be carried on by the various policy making officials in the foreign affairs community. Mr. Macomber pointed out that a great many of our governmental agencies now possess substantial foreign affairs operations and unlike the period prior to World War II the State Department alone could no longer perform as a czar.

Mr. Macomber said that while he did not want to pre-judge the findings of the Task Force that he did want to underline the State Department's strongly held view that the function being performed by the NIS was vital. Mr. Macomber suggested that he believed 30 days would allow sufficient time for the Task Force to reach a position on the future of the Seminar that could be passed on to the Under Secretary's Committee. He then appointed Mr. Howard E. Sollenberger, Acting Director of the Foreign Service Institute, to be Chairman of the Working Group and named Mr. Howard E. Haugerud, Chairman of the National Interdepartmental Seminar, to be Deputy Chairman.

Mr. Sollenberger then asked the various Task Force principals to comment on their agency's attitude toward the Seminar. Mr. Russell McClure of AID said that his agency was philosophically in agreement with the NIS objectives and program but that his organization was now in a state of transition and it would be difficult for him to make commitments on budget and personnel matters.

General LeRoy Manor of the Joint Chiefs of Staff said that the services and the unified commands had been queried as to NIS effectiveness. General Manor stated that the services had reported a high degree of enthusiasm for this particular operation and while the CINCS came in with support they were less enthusiastic than the services.

Mr. Robert Pranger, Deputy Assistant Secretary for Plans, said ISA basically shared the Joint Chiefs opinion but cautioned against

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the course becoming amor<sup>phous</sup>~~ous~~ to the extent where the particular needs of the military officers would not be properly served.

Dr. Paul Conroy said that USIA had had difficulty with the counterinsurgency image and suggested that a name change be considered so as to make it more palatable to the civilian agencies. He said a name such as the National Foreign Affairs Seminar would be useful in his particular agency.

Dr. Hugh Cunningham expressed the hope that the group would not become bogged down in studying the origins and history of the NIS but judge the Seminar on what it is today. He stated that the effort had the full backing of his agency and that the word of mouth reports from recent participants had done much to bolster the desire of his colleagues to attend the course.

Mr. John Negroponte of the National Security Council said that Dr. Kissinger's office would be most interested in the recommendations that might be forthcoming and that he personally had some homework to do before he could offer a judgment on the various questions that would arise.

A general discussion was then held on the possibilities of including agencies such as Treasury, Commerce, Agriculture and so forth in the Seminar in that many of these agencies now possess substantial foreign affairs interests. Mr. Sollenberger asked that each agency prepare a short paper on what they felt NIS should be and that a further meeting would be held on the 24th of March. He also requested that each of the agencies represented identify and submit a list of those senior key positions in their respective agencies the incumbents of which should participate in a short interagency seminar prior to assignment to overseas missions or to positions in the domestic service. For this purpose the lists can be submitted by categories indicating the levels of the positions and the number of such positions in each level. It is not necessary to list the names of incumbents or to indicate whether or not present incumbents already have participated in the NIS.

Mr. Sollenberger appointed Mr. Howard Haugerud, Mr. Robert Pranger and Dr. Hugh Cunningham to study the curriculum and prepare suggestions for the next meeting.

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TASK FORCE MEMBERS

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Mr. Howard E. Sollenberger Acting Director Foreign Service Institute 1400 Key Boulevard Arlington, Virginia 22209	<u>Chairman</u>    557-5500
Mr. Howard E. Haugerud Chairman National Interdepartmental Seminar 1800 N. Kent Street Arlington, Virginia 22209	<u>Deputy Chairman</u>    557-0751
Mr. Russell S. McClure Agency for International Development Room #570 Pomponio Plaza Washington, D. C. 20523	    557-9470
Mr. James T. McMahon Agency for International Development Room #570 Pomponio Plaza Washington, D. C. 20523	    557-9487
Mr. John Negroponte Staff Officer National Security Council Room #396 Executive Office of the President Washington, D. C. 20506	    395-6962
Mr. Robert J. Pranger Deputy Assistant Secretary Department of Defense, OSD/ISA Room #4E820 The Pentagon Washington, D. C. 20301	    OXford 7-3331
Mr. John Getz Special Assistant to the Under Secretary for Political Affairs Department of State Room #7244 Washington, D. C. 20520	    632-0356
Brig. General LeRoy J. Manor, U.S.A.F. Special Assistant for Counterinsurgency and Special Activities, OJCS Department of Defense Room #1E962 The Pentagon Washington, D. C. 20301	    OXford 7-2688

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Mr. Stanley Moss  
Chief, Career Management and Training Division  
U. S. Information Agency  
Room #1123  
1776 Pennsylvania Avenue, N.W.  
Washington, D. C. 20547 632-4788

Mr. William W. Fee  
International Programs Division  
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Room #8225  
Washington, D. C. 20506 395-4580

Dr. Hugh T. Cunningham  
Director of Training  
Central Intelligence Agency  
Washington, D. C. 20505 351-3245

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BASIC DOCUMENTS RELATING TO THE NATIONAL INTERDEPARTMENTAL SEMINAR

- January 18, 1962 - Establishment of the Special Group (CI)  
NSAM-124 (TAB-E)
- March 13, 1962 - Training Objectives for Counterinsurgency  
NSAM-131 (TAB-B)
- June 14, 1962 - Establishment of the NIS (NSAM-163) (TAB-C)
- August 24, 1962 - Counterinsurgency Doctrine: "U.S.  
Overseas Internal Defense Policy" (OIDP)  
NSAM-182 (TAB-D)
- January 28, 1963 - Memo containing Terms of Reference of  
Subcommittee on Training which pro-  
vide for its supervision of counter-  
insurgency training on an inter-  
departmental basis. (TAB-F)
- August, 1962 - Two-week "Instructors' Course in Internal  
Defense Doctrine," organized by the NIS.  
This was genesis of annual Coordination  
Conference on Training conducted by the  
NIS each June for past seven years.
- February 13, 1963 - NSAM-283 issued and superseded NSAM-s  
No. 131 and 163. Titled, "US Overseas  
Internal Defense Training Policy and  
Objectives." It states that the NIS  
is "...the focal point of the U.S.  
overseas internal defense training effort."  
(TAB-G)
- January, 1965 - The NES Report. This report was a survey  
of the activities of the NIS by David Nes,  
a senior Foreign Service officer, done  
at the request of the Special Group (CI).  
The report stated that the evaluations  
made by students who had completed the  
course indicated the value of the NIS.  
(TAB-H)
- December 1, 1965 - Taylor Report. This study made by  
General Maxwell Taylor was made at the  
request of President Johnson who asked  
the General to take a look at how well  
our Government was prepared to deal  
with Counterinsurgency matters. The  
Committee on Training, under the chair-  
manship of Major General W.R. Peers  
referred to NIS in its findings. About
- January 17, 1966 - Taylor Report. This study made by  
General Maxwell Taylor was made at the  
request of President Johnson who asked  
the General to take a look at how well  
our Government was prepared to deal  
with Counterinsurgency matters. The  
Committee on Training, under the chair-  
manship of Major General W.R. Peers  
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adequately, but its status could be improved by raising its level of instruction, extending its services, and providing better facilities.

General Taylor was critical of inter-departmental training and said it suffered from lack of executive direction and supervision. (TABS-I-J-K)

March 2, 1966

- Abolition of the Special Group (CI) and its replacement by the SIG-IRG mechanism. NSAM-341 (TAB-L)

August 3, 1966

- "Subcommittee on Training" re-named "Committee on Training". It was to review NSAM-283 for currency and effectiveness and initiate any action deemed desired or feasible on the recommendations of the Committee II of the Taylor Report. (TAB-M)

October 17, 1967

- Report of the Working Group of the Committee on Training states that NSAM-283 was a sound, valid and adequate training directive. (TAB-N)

May 23, 1968

- OIDP is replaced by the new policy directive "Foreign Internal Defense in Selected Foreign Countries" (FIDP). Provisions of the FIDP further explained to field posts in CA-8663, dated June 13, 1968. (TAB-O)

January, 1969

- Committee on Training assigned by SIG primary leadership in overseeing the implementation of the FIDP's training provisions on an interdepartmental basis. During same period SIG authorized four-week course of the NIS to be condensed into three weeks commencing January 6, 1969. The new course placed emphasis in the curriculum on developing greater sensitivity analytical capability and understanding of the factors an officer must consider in making judgements on policy application and program direction. (TAB-Q)

January 20, 1969

- SIG-IRG mechanism abolished and replaced by the Under Secretaries Committee (NSC)

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July 10, 1969

- FIDP ratified by the President in NSDM-20 as official U.S. policy. The Nixon Doctrine was proclaimed during this same month. (TAB-S)

January, 1969 to present

- Curriculum increasingly emphasized the role of domestic factors in the formulation and implementation of U.S. foreign policy. These domestic pressures are mirrored in the closer scrutiny by the U.S. Congress of foreign assistance programs and policies. This Congressional element has been incorporated in the curriculum. (TAB-T)

October, 1969

- NSC Under Secretaries Committee (NSC-U/SM 34B) Subject: "Training in Foreign Internal Defense" requests the Committee on Training to continue to supervise training in the field of foreign internal defense (FIDP) and reaffirmed "Training Policy and Objectives in Foreign Internal Defense" of January 3, 1969. (TAB-U)

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NATIONAL INTERDEPARTMENTAL SEMINAR

AGENCY	ANNUAL QUOTAS	TOTAL GRADUATES THROUGH June 30, 1969	TOTAL GRADUATES DURING FY 1970	SESSION 50	SESSION 51	SESSION 52	SESSION 53	TOTAL GRADUATES TO DATE
STATE	96	493	51	8	3	4	11	570
AID	90	508	86	10	8	5	6	623
OA	48	330	27	4	4	5	10	380
USIA	30	340	19	0	4	3	3	369
ARMY	39	296	55	12	7	12	9	391
AIR FORCE	23	245	27	5	5	4	4	290
NAVY/USMC	16	144	19	6	3	5	2	179
JCS	2	11	2	0	0	0	0	13
								273
TOTAL	344	2367	286	45	34	38	45	2815

January 29, 1971 *um*  
O/FSI/NIS:RIMiller:jb

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# NATIONAL INTERDEPARTMENTAL SEMINAR

On PROBLEMS of DEVELOPMENT and INTERNAL DEFENSE

FOREIGN SERVICE INSTITUTE



SCHEDULE for the 53rd SESSION

JANUARY 11 - 29, 1971

25X1A

1st WEEK

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Monday - January 11	Tuesday - January 12	Wednesday - January 13	Thursday - January 14	Friday - January 15
UNITED STATES POLICY		THE DEVELOPMENT PROCESS		
8:15 - 9:00 <u>REGISTRATION</u>	9:00 - 10:30 <u>IMPLICATIONS OF SOCIAL CHANGE AND ADAPTING CULTURAL TRADITIONS</u> (U)	9:00 - 10:30 <u>APPROACHES TO DEVELOPMENT PLANNING</u> (U)	9:00 - 10:30 <u>FOREIGN AID AS AN INSTRUMENT OF POLICY</u> (C)	9:00 - 10:30 <u>THE POPULATION PROBLEM</u> (U)
9:00 <u>WELCOME</u> Hon. Howard E. Haugerud Chairman, NIS	Changes in institutional and cultural structures of traditional societies.	Theory and practice: Case studies.  Albert Waterston, International Bank for Reconstruction and Development	Policy aspects, problems and outlook for U.S. Assistance Programs  Hon. Roderic L. O'Connor, Assistant Administrator for East Asia, AID	History, trends and biological factors causing population expansion.  Dr. Andre E. Hellegers, Georgetown University Hospital
9:15 - 10:45 <u>FOREIGN POLICY DECISION-MAKING</u> (S)	Dr. Marion J. Levy, Jr. Princeton University	Albert Waterston, International Bank for Reconstruction and Development	Hon. Roderic L. O'Connor, Assistant Administrator for East Asia, AID	Dr. Andre E. Hellegers, Georgetown University Hospital
Structure and process in decision-making and implementation.  Hon. William I. Cargo, Director of Planning and Coordination, State	10:45 - 12:15 <u>FULL SEMINAR DISCUSSION</u>	10:45 - 12:15 <u>FULL SEMINAR DISCUSSION</u>	10:45 - 12:15 <u>AID PANEL</u> John Tobler, NIS and AID parts. Charles H. Breecher, EA, William H. Johnson AF, and Richard O. Kennedy VN.	10:45 - 12:15 <u>NEW APPROACHES TO WORLD AGRICULTURE</u> (U) Recent developments, new techniques, importance of int'l cooperation.  Dr. Milo L. Cox, AID
11:00 - 11:30 <u>STUDENTS MEET WITH AGENCY FACULTY REPRESENTATIVES</u>	<u>AUDITORIUM</u>	<u>AUDITORIUM</u>	<u>AUDITORIUM</u>	<u>AUDITORIUM</u>
11:30 - 12:30 <u>REGIONAL SEMINAR ORGANIZATIONAL MEETINGS</u>	<u>LUNCH - READING</u>	<u>LUNCH - READING</u>	<u>LUNCH - READING</u>	<u>LUNCH - READING</u>
<u>READING GUIDANCE</u>	2:00 - 3:30 <u>U.S. FOREIGN INTERNAL DEFENSE POLICY</u> (S)	2:00 - 3:30 <u>THE NSC AND THE NIXON DOCTRINE</u> (S)	2:00 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	2:30 - 4:00 <u>THE DOMESTIC ECONOMY</u> *
<u>LUNCH - READING</u>	Analysis of the FIDP, its background, scope, criteria and relation to broader policy.  Justin E. O'Donnell, NIS	John H. Holdridge, Senior Staff Member of the National Security Council		Dr. Sidney L. Jones, Special Assistant to the Chairman, Council of Economic Advisers
2:30 - 4:00 <u>U.S. ROLE AS WORLD POWER</u> (S)	3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>		4:15 - 5:30 <u>READING PERIOD</u>
Hon. Marshall Creen Assistant Secretary of State for East Asian and Pacific Affairs				Session interrupted, rescheduled January 28.
4:00 - 4:30 <u>LIBRARY BRIEFINGS</u>				
4:30 - 5:30 <u>READING PERIOD</u>				

SEE ATTACHED SCHEDULES OF INTERAGENCY REGIONAL SEMINAR DISCUSSION GROUPS

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Monday - January 18	Tuesday - January 19	Wednesday - January 20	Thursday - January 21	Friday - January 22
CURRENT DOMESTIC FORCES AFFECTING FOREIGN POLICY DECISIONS			PERSPECTIVES ON U.S. POLICY, PROBLEMS AND STRATEGIES	
<p>9:00 - 10:30</p> <p><u>POLITICAL INSTITUTIONS IN THE REVOLUTIONARY WORLD (U)</u></p> <p>Institutions as key to popular commitment for change.</p> <p>Hon. George C. Lodge Harvard University</p>	<p>9:00 - 10:30</p> <p><u>RACISM (U)</u></p> <p>Hon. Sterling Tucker Executive Director Washington Urban League</p>	<p>9:00 - 10:30</p> <p><u>YOUTH UNREST (U)</u></p> <p>Hon. Jeb S. Magruder, Special Assistant to the President</p>	<p>9:00 - 10:30</p> <p><u>CURRENT DEVELOPMENTS IN CHINA AND IMPLICATIONS FOR CHINA'S FUTURE IN WORLD AFFAIRS (S)</u></p> <p>Alfred le S. Jenkins, Director, Office of Asian Communist Affairs, State</p>	<p>9:00 - 10:30</p> <p><u>U.S. ARMY CAPABILITIES IN INTERNAL DEFENSE OF DEVELOPING COUNTRIES (S)</u></p> <p>Col. William C. Tallon, USA, Deputy Commander, U.S. Army JFK Center for Military Assistance Fort Bragg, N.C.</p>
<p>10:45 - 12:15</p> <p><u>FULL SEMINAR DISCUSSION</u></p> <p><u>AUDITORIUM</u></p>	<p>10:45 - 12:15</p> <p><u>ORGANIZED LABOR (U)</u></p> <p>Hon. George L-P Weaver, Special Assistant to the Director General, Int'l Labor Organization</p>	<p>10:45 - 12:15</p> <p><u>IMPACT OF THE PRESS (U)</u></p> <p>Hon. Carl T. Rowan Syndicated Columnist</p>	<p>10:45 - 12:15</p> <p><u>CRITICAL PROBLEMS IN POLITICAL DEVELOPMENT; IMPLICATIONS OF TITLE IX, FOREIGN ASSISTANCE ACT (U)</u></p> <p>Problems of popular participation, authority and competence.</p> <p>Dr. Lucian W. Pye, Center for International Studies, MIT</p>	<p>10:45 - 12:15</p> <p><u>U.S. AIR FORCE CAPABILITIES IN INTERNAL DEFENSE OF DEVELOPING COUNTRIES (S)</u></p> <p>Brig. Gen. Leroy Manor, Commander, USAF, SOF (TAC), Eglin AFB, Fla. Col Rolana K. McCoskrie Deputy Commander</p>
<p>LUNCH - READING</p> <p>2:00 - 3:30</p> <p><u>PRIVATE INDUSTRY AND PRIVATE INVESTMENT IN DEVELOPING COUNTRIES (U)</u></p> <p>Problems, opportunities and prospects.</p> <p>Enno Hobbing, V.P. Council of the Americas</p>	<p>LUNCH - READING</p> <p>2:00 - 3:30</p> <p><u>COMMUNICATION FACTORS IN AMERICAN OPERATIONS OVERSEAS (U)</u></p> <p>Dr. Charles T. Vetter, Jr., NIS</p>	<p>LUNCH - READING</p> <p>2:00 - 3:30</p> <p><u>REGIONAL SEMINAR SESSIONS AND READING</u></p>	<p>LUNCH - READING</p> <p>2:00 - 3:30</p> <p><u>SOVIET OBJECTIVES AND CAPABILITIES IN THE MIDDLE EAST (S)</u></p> <p>Dr. Waldo H. Dubberstein, Professor of Foreign Affairs, National War College 25X1A</p>	<p>LUNCH - READING</p> <p>2:00 - 3:30</p> <p><u>THE ROLE OF INTELLIGENCE (S)</u></p> <p>Contribution of intelligence to the development and implementation of policy.</p>
<p>3:45 - 5:30</p> <p><u>REGIONAL SEMINAR SESSIONS AND READING</u></p> <p>(Speaker joins ARA Seminar)</p>	<p>3:45 - 5:30</p> <p><u>REGIONAL SEMINAR SESSIONS AND READING</u></p>	<p>3:45 - 5:30</p> <p><u>FILM - "China - Roots of Madness"</u></p>	<p>3:45 - 5:30</p> <p><u>REGIONAL SEMINAR SESSIONS AND READING</u></p>	<p>3:45 - 5:30</p> <p><u>REGIONAL SEMINAR SESSIONS AND READING</u></p>

3rd WEEK

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FACULTY CHAIRMEN: James M. Ludlow/Charles T. Vetter, Jr.


Monday - January 25	Tuesday - January 26	Wednesday - January 27	Thursday - January 28	Friday - January 29
P E R S P E C T I V E S   O N   U N I T E D   S T A T E S   P O L I C Y ,   P R O B L E M S   A N D   S T R A T E G I E S				
9:00 - 10:00 <u>MAP - PROBLEMS AND PROSPECTS (S)</u> Capabilities and alternative strategies in developing countries. Harry J. Shaw, Assistant Chief, International Programs Division, Office of Management and Budget	9:00 - 10:30 <u>PROBLEMS OF SOCIAL DEVELOPMENT IN LATIN AMERICA (C)</u> Hon. Covey T. Oliver Univ. of Pennsylvania	9:00 - 10:30 <u>CASE STUDY - NATIONAL DEVELOPMENT AND REGIONAL RELATIONS: UAR (S)</u> Hon. John S. Badeau Columbia University	9:00 - 10:30 <u>AFRICA IN PERSPECTIVE (S)</u> U.S. role in Africa Hon. William Witman, Director, Office of Inter-African Affairs	9:00 - 10:30 <u>ROLE OF THE UN IN LDCs (C)</u> Multilateral political and economic relationships with LDCs. James M. Ludlow, NIS
10:15 - 11:15 <u>THE MILITARY DIMENSION IN POLITICS OF DEVELOPING COUNTRIES (S)</u> Role of indigenous military beyond traditional functions; the military as a source of national leadership. Justin E. O'Donnell, NIS	10:45 - 12:15 <u>REGIONAL SEMINAR SESSIONS AND READING</u> (Speaker joins ARA Seminar)	10:45 - 12:15 <u>REGIONAL SEMINAR SESSIONS AND READING</u> (Speaker joins NEA Seminar)	10:45 - 12:15 <u>THE DOMESTIC ECONOMY*</u> Dr. Sidney L. Jones, Special Assistant to the Chairman, Council of Economic Advisers	10:45 - 12:15 <u>REGIONAL SEMINAR PRESENTATIONS</u>
11:30 - 12:30 <u>ROLE OF POLICE IN DEVELOPING SOCIETIES (S)</u> Justin E. O'Donnell, NIS LUNCH - READING	LUNCH - READING 2:00 - 3:30 <u>USIA IN DEVELOPING COUNTRIES (C)</u> G. Lewis Schmidt, Director, Resource Analysis Staff, USIA	LUNCH - READING 2:00 - 5:30 <u>DISCUSSION ON THE RESPONSIBILITIES OF THE LEGISLATIVE BRANCH IN FOREIGN POLICY MATTERS</u> NIS meets successively with Senators Hubert Humphrey and John Tower, New Senate Office Building	LUNCH - READING 2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR - PREPARATION OF SEMINAR REPORT</u>	LUNCH - READING 2:30 - 4:00 <u>GRADUATION SPEAKER (U)</u> Dr. Gordon J.F. MacDonald, Member of Council on Environmental Quality
2:00 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>			4:15 - 4:30 <u>PRESENTATION OF CERTIFICATES</u>

SEE ATTACHED SCHEDULES OF INTERAGENCY REGIONAL SEMINAR DISCUSSION GROUPS

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## AF INTERAGENCY REGIONAL SEMINAR

Faculty Adviser: J.M. Ludlow  
Room 3305.

MONDAY January 11, 18, 25	TUESDAY January 12, 19, 26	WEDNESDAY January 13, 20, 27	THURSDAY January 14, 21, 28	FRIDAY January 15, 22, 29
2:30 - 4:00 <u>GENERAL SCHEDULE PROGRAM</u>  4:00 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>DISCUSSION:</u> The Policy Process: How coordination is achieved and decisions are carried out. - James M. Ludlow, NIS	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>	10:45 - 12:15 <u>GENERAL SCHEDULE PROGRAM</u>  2:00 - 3:30 <u>BRIEFING/DISCUSSION:</u> The Arab-Israeli Dispute -James M. Ludlow, NIS  3:45 - 5:30 <u>READING PERIOD</u>	2:30 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>
2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>DISCUSSION:</u> Problems of Social and Economic Development in Africa: (Based on previous lectures) -C.J. Dicara, DOD G.F. Gossens, State	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>READING PERIOD</u>  3:45 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>  25X1A	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>BRIEFING/DISCUSSION:</u> Communist interests and activities in Africa. 	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>DISCUSSION:</u> Problems of Leadership in Africa: Roles of individuals and elites. -S.R. Lyne, State -Ltc J.J. McLaughlin, USA -Maj. H.T. Fincher,
2:00 - 3:30 <u>DISCUSSION:</u> The Horn of Africa: Site of strategic struggle. -M.E. Jackson, State -B/G J.W. Collins, III, USA  3:45 - 5:30 <u>READING PERIOD</u>	10:45 - 12:15 <u>BRIEFING/DISCUSSION:</u> West Africa: Prospects. H.E. Horan, State A.G. Spera, State  2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>BRIEFING/DISCUSSION:</u> Nigeria - W. H. Johnson, AID	10:45 - 12:15 <u>DISCUSSION:</u> Northern Africa: Arab or African? -H. Seropian, USIA  2:00 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>	10:45 - 12:15 <u>GENERAL SCHEDULE PROGRAM</u>  2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR</u> <u>PREPARATION OF AF SEMINAR REPORT</u>	2:30 - 4:30 <u>GENERAL SCHEDULE PROGRAM</u>

25X1A

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DISCUSSION GROUP SCHEDULE  
ARA INTERAGENCY REGIONAL SEMINAR

Faculty Advisers: J.E. O'Donnell  
Room 3205

	MONDAY January 11, 18, 25	TUESDAY January 12, 19, 26	WEDNESDAY January 13, 20, 27	THURSDAY January 14, 21, 28	FRIDAY January 15, 22, 29
1 st W E E K	2:30 - 4:00 <u>GENERAL SCHEDULE PROGRAM</u>  4:00 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>DISCUSSION:</u> <u>U.S. Foreign Internal Defense Policy</u> Analysis of the FIDP, its background, scope, criteria and relation to broader national policy. Justin E. O'Donnell, NIS	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>	10:45 - 12:15 <u>GENERAL SCHEDULE PROGRAM</u>  2:00 - 3:30 <u>READING PERIOD</u> 3:45 - 5:30 <u>BRIEFING/DISCUSSION</u> Economic Affairs in Central America. - Louis E. Misback State Participant	2:30 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>
2 nd W E E K	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 (Speaker joins ARA Seminar)	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>DISCUSSION:</u> Domestic issues in Foreign Policy. 3:45 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>
3 rd W E E K	2:00 - 3:30 <u>READING PERIOD</u> 3:45 - 5:30 <u>BRIEFING/DISCUSSION</u> Military Assistance and Sales in L.A. - Mr. David Quant Deputy Director OASD/ISA Dept. of Defense	10:45 - 12:15 <u>BRIEFING/DISCUSSION</u> Latin America. - Hon. Covey T. Oliver 2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>BRIEFING/DISCUSSION</u> Economic Development in Cuba. Speaker to be Announced	10:45 - 12:15 <u>READING PERIOD</u> 2:00 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>	10:45 - 12:15 <u>GENERAL SCHEDULE PROGRAM</u>  2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR</u> <u>PREPARATION OF ARA SEMINAR REPORT</u>	2:30 - 4:30 <u>GENERAL SCHEDULE PROGRAM</u>

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**DISCUSSION GROUP SCHEDULE**  
**Approved For Release 2001/08/31 : CIA-RDP78-06362A000200010015-7**

Faculty Adviser: J.H. Tobler  
 Room 3203

MONDAY January 11, 18, 25	TUESDAY January 12, 19, 26	WEDNESDAY January 13, 20, 27	THURSDAY January 14, 21, 28	FRIDAY January 15, 22, 29
2:30 - 4:00	2:00 - 3:30	2:00 - 3:30	10:45 - 12:15	2:30 - 5:30
<u>GENERAL SCHEDULE PROGRAM</u>  4:00 - 5:30 <u>READING:</u> 1. U.S. Foreign Policy for the 70's 2. The F.I.D.P.	<u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>DISCUSSION:</u> 1. U.S. Foreign Policy for the 70's 2. The F.I.D.P. 3. The Policy Process	<u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>BRIEFING/DISCUSSION:</u> U.S. Policy in E.A. - State Participant	<u>GENERAL SCHEDULE PROGRAM</u>  2:00 - 3:30 <u>READING PERIOD</u> 3:45 - 5:30 <u>BRIEFING/DISCUSSION:</u> Socio-Economic effects of Malaria and Schistosomiasis on Developing Nations. Dr. Martha Sager Dir. Institutes for Environmental Systems Analysis	<u>GENERAL SCHEDULE PROGRAM</u>
2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>DISCUSSION:</u> History, Composition and functions of the Country Team	2:00 - 3:30 <u>DISCUSSION:</u> Impact of Domestic forces on U.S. Policy  3:45 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>BRIEFING/DISCUSSION:</u> JAPAN - Political Outlook. Richard A. Ericson, Country Director	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u>  3:45 - 5:30 <u>READING PERIOD</u>
2:00 - 3:30 <u>DISCUSSION:</u> 1. The Impact of Youth on the Evolution of Foreign Policy 2. U.S. China Policy  3:45 - 5:30 <u>READING PERIOD</u>	10:45 - 12:15 <u>DISCUSSION:</u> Role of US Military Under Nixon Doctrine 2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>DISCUSSION:</u> Continuation of Morning Discussion	10:45 - 12:15 <u>DISCUSSION:</u> Review and Analysis of Nixon Doctrine  2:00 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>	10:45 - 12:15 <u>GENERAL SCHEDULE PROGRAM</u>  2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR</u>  <u>PREPARATION OF E.A. SEMINAR REPORT</u>	2:30 - 4:30 <u>GENERAL SCHEDULE PROGRAM</u>



## NEA INTERAGENCY REGIONAL SEMINAR

Faculty Adviser: C.T. Vetter, J.  
Room 3106

MONDAY January 11, 18, 25 2:30 - 4:00	TUESDAY January 12, 19, 26 2:00 - 3:30	WEDNESDAY January 13, 20, 27 2:00 - 3:30	THURSDAY January 14, 21, 28 10:45 - 12:15	FRIDAY January 15, 22, 29 2:30 - 5:30
<u>GENERAL SCHEDULE PROGRAM</u>	<u>GENERAL SCHEDULE PROGRAM</u>	<u>GENERAL SCHEDULE PROGRAM</u>	<u>GENERAL SCHEDULE PROGRAM</u>	<u>GENERAL SCHEDULE PROGRAM</u>
4:00 - 5:30 <u>READING:</u> U.S. Foreign Policy for the 70's. 2. F.I.D.P.	3:45 - 5:30 <u>DISCUSSION:</u> The Policy Process How coordination is achieved and decisions carried out.	3:45 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>BRIEFING/DISCUSSION:</u> The Arab-Israeli Dispute -James M. Ludlow, NIS 3:45 - 5:30 <u>READING PERIOD</u>	
2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>DISCUSSION:</u> Program Issues Seminar Participants	2:00 - 3:30 <u>READING PERIOD</u> 3:45 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>BRIEFING/DISCUSSION</u> Pakistan & Afghanistan Their internal and international problems. - William F. Spengler Country Director, Pakistan, Afghanistan Department of State	2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>READING PERIOD</u>
2:00 - 3:30 <u>DISCUSSION:</u> 25X1A Exchange of Experience with detailed discussion of participant careers relevant to seminar. 3:45 - 5:50 <u>READING PERIOD</u>	10:45 - 12:15 <u>DISCUSSION:</u> Oil 2:00 - 3:30 <u>GENERAL SCHEDULE PROGRAM</u> 3:45 - 5:30 <u>BRIEFING/DISCUSSION:</u> The role of a Country Director - Richard W. Murphy, Country Director, Arabian Peninsula Department of State	10:45 - 12:15 <u>DISCUSSION:</u> With Ambassador John Badeau 2:00 - 5:30 <u>GENERAL SCHEDULE PROGRAM</u>	10:45 - 12:15 <u>GENERAL SCHEDULE PROGRAM</u> 2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR.</u> <u>PREPARATION OF N.E.A. SEMINAR REPORT.</u>	2:30 - 4:30 <u>GENERAL SCHEDULE PROGRAM</u>

Agency	Quota	%	1969	1970	Est. 1971	Ref. Cost	Capita Per Quota
State	96	27.9	116,544	106,449	92,748	96	1,214
						96	1,109
						96	976
AD	90	26.2	109,443	99,662	88,036	90	1,216
						90	1,110
						90	978
DOD	80	23.2	86,912	88,516	77,956	80	1,211
						80	1,106
						80	974
DA	48	14.0	53,481	48,413	47,042	48	1,218
						48	1,113
						48	960
USIA	30	8.7	36,342	33,194	29,233	30	1,211
						30	1,106
						30	974
TOTAL	344	100.0	417,722	381,534	336,015 <sup>2/</sup>	344	1,214
						344	1,109
						344	977

1/ Excludes portion of salary attributable to population seminars  
 2/ Excludes salaries attributable to population seminars

Note: Seminars are 3 weeks (Were 4 weeks prior to FY69; changed to 3 weeks mid-year FY69)

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 AGENCY BREAKDOWN OF TOTAL PROGRAM COST  
 FOR  
 NATIONAL INTERDEPARTMENTAL SEMINAR

Agency	Quota	%	Total Program Cost		Contributed Staff	Reimb. Cost	Cost Per Capita Per Quota
							No. Cost
			1969	116,544			96 1,214
State	96	27.9	1970	106,449			96 1,109
			Est. 1971	93,748			96 976
			1969	109,443	29,349	80,094	90 1,216
AID	90	26.2	1970	99,962	35,031	64,931	90 1,110
			Est. 1971	88,036	33,094 1/	54,942	90 978
			1969	96,912	41,968	54,944	80 1,211
DOD	80	23.2	1970	88,516	53,445	35,071	80 1,106
			Est. 1971	77,956	56,814	21,142	80 974
			1969	58,481	24,847	33,634	48 1,218
OA	48	14.0	1970	53,413	27,131	26,282	48 1,113
			Est. 1971	47,042	31,445	15,597	48 980
			1969	36,342	28,081	8,261	30 1,211
USIA	30	8.7	1970	33,194	31,217	1,977	30 1,106
			Est. 1971	29,233	31,322	(2,089)	30 974
TOTAL	344	100.0	1969	417,722	124,245	176,933	344 1,214
TOTAL			1970	381,534	146,824	128,261	344 1,109
TOTAL			Est. 1971	336,015 2/	152,675	89,592	344 977

- 1/ Excludes portion of salary attributable to population seminars.  
 2/ Excludes salaries attributable to population seminars.

Note: Seminars are 3 weeks (were 4 weeks prior to FY69; changed to 3 weeks mid-year FY69)

### SOME BACKGROUND ON THE NIS

The National Interdepartmental Seminar was established on June 11, 1962, with the strong support of President Kennedy. The importance attached to the effort by the new Administration was made aware to all by the personal and forceful involvement of Attorney General Robert Kennedy. His instructions left no doubt in the minds of senior officers whose jobs touched on U. S. interests in "The Developing World" that the National Interdepartmental Seminar was a must if their careers were to flower during the Kennedy years.

The basic documents relating to NIS are NSAM-131, March 13, 1962, and NSAM-163, June 14, 1962, the latter setting forth "....the wish of the President that key military and civilian personnel assigned to positions of responsibility at posts within Latin America, Africa, the Near East and Southeast Asia attend this five week course prior to departing for their stations."

In his letter the President used terms such as "counterinsurgency" problems of "development and internal defense" and the course immediately became known as "The Counterinsurgency Course" a short hand by which it unfortunately is still known to members of the Foreign Affairs community. Quotas were set for each of the five participating agencies. These were met in 1963 and 1964

and have never been met since by any of the agencies other than the Department of Defense, except in isolated instances. In 1969 the Department of State assigned only thirty-five officers to fill a quota of ninety-six and AID sent thirty officers to meet a quota of ninety. In 1970 these figures were up to fifty-one and eighty-six respectively but only through an unseemingly degree of harassment of those agencies.

As the motivating figures passed from the scene and "Counterinsurgency" became less in vogue, high level interest in the course within the agencies diminished and more and more of the officers for whom the course was designed were excused from attending. While the early days saw the ambassadors assigned to developing countries in attendance, one rarely sees them now.

During the early years while the National Inter-departmental Seminar was under the special group counterinsurgency it was directed to instruct participants in the provisions of the Overseas Internal Defense Policy. As the OIDP was modified and became the FIDP the NIS continued to have a special relationship in advising and guiding training efforts touching on these subjects within various service schools. This function has been carried out through segments of instruction within the regular course, the annual Training Conference and through lectures by the faculty at the various service institutions. During the

past year members of the faculty have made 78 such appearances.

Over the years changes in curriculum have been made by the NIS with the advice of the Committee on Training so that the present day emphasis is largely on the problems of modernization in the developing world, the problems of coordination within our own government as well as an understanding of the Nixon Doctrine and what it means to the officers assigned to developing nations. Within the past year a three-day segment on domestic forces that affect foreign policy decisions has been instituted and deals with subjects such as racism, the domestic economy, youth unrest, impact of the press, labor, and other related topics.

Two U. S. Senators also lecture during the third week of each session. Speakers to date include Senators Fulbright, Tower, Aiken, and Humphrey. Senators Fulbright and Tower have lectured on more than one occasion. The Chief of Staff of the Foreign Relations Committee, Dr. Carl Marcy, has also lectured twice.

The NIS remains the only high level short-term interdepartmental training effort for officers about to assume policy making positions in foreign affairs activities overseas and in Washington.

OPENING REMARKS BY CHAIRMAN HOWARD E. HAUGERUD  
TO THE 54TH SESSION OF THE  
NATIONAL INTERDEPARTMENTAL SEMINAR

March 1, 1971

Welcome to the 54th Session of the National Interdepartmental Seminar. As many of you know, this course was established in 1962 on the orders of President John F. Kennedy, who had just returned from meeting Khrushchev in Vienna convinced the Russian was seriously determined to take over the developing countries.

The President and his colleagues believed that our government was woefully ill-prepared to counter the Soviet "wars of liberation" and set in motion a massive effort not only to reorganize our armed forces but also, to re-structure our national security decision making machinery in order to better deal with the new threat. Thus, counter-insurgency of the sixties was born and the NIS was named its godmother.

Life being what it is, some ten years later the good John Kennedy lies in his grave in Arlington while the aging Khrushchev putters in his garden near Moscow and the world still suffers enormously as the two powers torment one another through the peoples of many lands.

Our concept of counter-insurgency and its effectiveness has changed. Our concept of the application of political and military power has changed and somewhat amazingly even the NIS has changed.

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If the backbone of our being in 1962 was counter-insurgency then I would have to describe us today as largely spineless. For in truth, we, like everything around us, are in transition and not precisely sure of what our role in the scheme of things should be.

But, of course, that is not enough, and even as a Democrat in a highly desirable exile, and needing the money, I would not presume to take three weeks of your time if we had ceased training in counter-insurgency and were now simply wondering what we should do next. So, if you will forgive a degree of reliance on the personal pronoun, let me explain to you what we are trying to do and what I hope we are doing.

We begin with the acceptance that all of you are different. No two of you have had the same family background, the same quality of education, the same interests and most assuredly, not the same work experience. The fact that you are here this morning permits us to make a few assumptions. Among them are (1.) none of you are under-achievers; (2.) you have very likely a good many years in the service of your government; (3.) you are or will be concerned with the problems of two thirds of the world's people who live in the "developing countries"; (4.) your duties will be or are of such a nature that you can function more efficiently if you possess a better understanding of how the agencies to which you do not belong operate and of



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some of the problems they face; (5.) you probably did not choose to come here and may be somewhat resentful of the temporary interruption in your life pattern.

So what can we do to make this forced intermittent period of education meaningful in some degree to all of you? You will have noted the list of lecturers includes persons whose names you recognize at once, persons that may be vaguely familiar, and persons of whom you have never heard. One thing that all of these lecturers have in common is expertness in their field. However, in some instances their field will also be your field and as a consequence what they have to say may not add materially to your knowledge, but please keep in mind that the officer next to you could be gaining new insights. At the same time I do not wish to imply that you will hear undistilled wisdom from this platform. Nonsense abounds in the world and I am sure you will find that here in the Seminar we have not been denied our share. I am equally sure that each lecturer will have something meaningful to impart and if you will listen, you will learn or better yet your preconceived opinions will be confirmed and reinforced. Of such happy coincidence brilliant lectures are made.

The course is divided into three roughly drawn, unstructured areas somewhat arbitrary in nature and also somewhat artificial, for all bear at some point on one another. The first three days are devoted to the problems rapid modernization and development are bringing to an already weary world. Thursday and Friday

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of this week will be devoted largely to United States policy, how our government is organized to make and carry out this policy, and some assessment as to how we are doing as a world power.

During the first three days of the second week we will examine forces at work within our country that influence or inhibit the President in his ability to make and carry out foreign policy decisions.

The remainder of the session deals with perspectives of U. S. policy problems and strategies under which nearly anything can and probably will be considered either from the lecturn or in your regional seminars.

You will note a number of cases where a speaker may appear to be scheduled during the wrong segment. A closer examination will reveal that this is indeed the case.

I wish I could tell you this is a matter of shrewd scheduling, a change in pace, or at least a typographical error. Unfortunately, it merely reflects the fact that we were unable to get the speaker on the day we wished but still believed what he offered merited his being scheduled out of turn.

So much for the lectures. Equally, and perhaps even more important to the success of the Seminar, are the talents and experience gathered in this room. Each of you has had years of solid foreign affairs experience -- many of you twenty or

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more. You will have an opportunity to share some of that experience with your colleagues. If you will do so, the Seminar will be worthwhile even though none of our speakers finds his way to Rosslyn. For all of us, no matter how we might view ourselves and no matter how broad our responsibilities or our outlook on the world, live essentially parochial lives. Our days are spent within rather narrow perimeters, discussing the same or similar subjects with the same or similar people.

So essentially what we offer for the next three weeks is an opportunity to do some reading you have neglected, an opportunity to listen to first rate lecturers from many walks of life, an opportunity to become acquainted with officers from your own and other agencies whom you would otherwise probably never meet, an opportunity to reflect on what you have been doing and how you might do it better and, I believe, an opportunity to gain some insight into the problems of today that will contribute to your future performance as an officer in the service of our government.

# **NATIONAL INTERDEPARTMENTAL SEMINAR**

**On PROBLEMS of DEVELOPMENT and INTERNAL DEFENSE**

**FOREIGN SERVICE INSTITUTE**



**SCHEDULE for the 54th SESSION**

**MARCH 1 - 19, 1971**

25X1A

FACULTY CHAIRMEN: [REDACTED] 2001/08/31 : CIA-RDP78-06362A000200010015-7

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Col. William F. Johnston

FIRST WEEK -- GENERAL SESSIONS

MONDAY - March 1	TUESDAY - March 2	WEDNESDAY - March 3	THURSDAY - March 4	FRIDAY - March 5
THE DEVELOPMENT PROCESS		UNITED STATES POLICY		
8:15 - 9:00 <u>REGISTRATION</u> 9:00 - 9:15 <u>WELCOME</u> Hon. Howard E. Haugerud, Chairman, NIS	9:00 - 10:30 <u>POLITICAL INSTI- TUTIONS IN THE REVOLUTIONARY WORLD</u> (U) Hon. George C. Lodge Harvard University	9:00 - 10:30 <u>APPROACHES TO DEVELOPMENT PLANNING</u> (U) Albert Waterston, International Bank for Reconstruction and Development	9:00 - 10:30 <u>U.S. FOREIGN INTERNAL DEFENSE POLICY</u> (S) Justin E. O'Donnell NIS	9:00 - 10:30 <u>U.S. FOREIGN POLICY DECISION MAKING</u> (S)  (Speaker to be announced)
9:15 - 10:30 <u>IMPLICATIONS OF SOCIAL CHANGE AND ADAPTING CULTURAL TRADITIONS</u> (U) Dr. Marion J. Levy Princeton Univ.	10:45 - 12:15 <u>FULL SEMINAR DISCUSSION WITH SPEAKER</u> (Auditorium)	10:45 - 12:15 <u>FULL SEMINAR DISCUSSION WITH SPEAKER</u> (Auditorium)	10:45 - 12:15 <u>U.S. FOREIGN POLICY FOR THE 70's</u> (S) (THE NIXON DOCTRINE) Helmut Sonnenfeldt, Senior Staff Member National Security Council	10:45 - 12:15 <u>U.S. ROLE AS WORLD POWER</u> (S) Hon. Marshall Green Assistant Secretary of State for East Asian and Pacific Affairs
10:45 - 12:15 <u>FULL SEMINAR DISCUSSION WITH SPEAKER</u> (Auditorium)	LUNCH - READING	LUNCH - READING	LUNCH - READING	LUNCH - Fort Myer
LUNCH - READING	2:00 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	2:00 - 3:30 <u>TO BE SCHEDULED</u>	2:00 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	2:30 - 4:00 <u>THE POPULATION PROBLEM</u> (U) Dr. Andre E. Hellegers, George- town Univ. Hospital
2:00 - 2:30 Students meet with Agency Faculty Representatives				
2:30 - 5:30 <u>REGIONAL SEMINAR ORGANIZATIONAL MEETINGS LIBRARY BRIEFINGS READING GUIDANCE</u>		3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>		4:15 - 5:30 <u>READING PERIOD</u>

See pages 4 through 7 for Preliminary Schedules of Regional Seminar Sessions and Reading.

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 FACULTY CHAIRMEN: Justin E. O'Donnell  
 Col. William F. Johnston

SECOND WEEK -- GENERAL SESSIONS

MONDAY - March 8	TUESDAY - March 9	WEDNESDAY - March 10	THURSDAY - March 11	FRIDAY - March 12
CURRENT DOMESTIC FORCES AFFECTING FOREIGN POLICY DECISIONS			PERSPECTIVES ON U.S. POLICY, PROBLEMS AND STRATEGIES	
9:00 - 10:30 <u>RACISM</u> (U)  (Speaker to be announced)	9:00 - 10:30 <u>YOUTH</u> (U) Edward J. Blakely, Special Assistant Bureau of Public Affairs	9:00 - 10:30 <u>POLITICAL SCENE</u> (U) David S. Broder, Political Reporter The Washington Post	9:00 - 10:30 <u>FOREIGN AID AS AN INSTRUMENT OF POLICY</u> (C)  (Speaker to be announced)	9:00 - 10:30 <u>U.S. ARMY CAPABILI- TIES IN INTERNAL DEFENSE OF DEVELOPING COUNTRIES</u> (S) Col. William C. Tallon, Dep. Cmdr., US Army JFK Center for Mil. Assistance, Fort Bragg, N.C.
10:45 - 12:15 <u>THE DOMESTIC ECONOMY</u> (U) Dr. Sidney L. Jones, Special Assistant to the Chairman, Council of Economic Advisers	10:45 - 12:15 <u>A VIEW OF THE FAR EAST</u> (C) Hon. Edwin O. Reischauer, Harvard University	10:45 - 12:15 <u>IMPACT OF THE PRESS</u>  (Speaker to be announced)	10:45 - 12:15 <u>AID PANEL</u> (C) John H. Tobler, NIS	10:45 - 12:15 <u>U.S. AIR FORCE CAPA- BILITIES IN INTERNAL DEFENSE OF DEVELOPING COUNTRIES</u> (S)  (Speaker to be announced)
LUNCH - FILM	LUNCH - READING	LUNCH - READING	LUNCH - READING	LUNCH - READING
2:00 - 3:30 <u>DOMESTIC COUNCIL</u>  (Speaker to be announced)	2:00 - 3:30 <u>LABOR</u> (U)  (Speaker to be announced)	2:00 - 3:30 <u>NEW APPROACHES TO WORLD AGRICULTURE</u> (U) Dr. Milo Cox, AID	2:00 - 3:00 <u>THE MILITARY DIMEN- SION IN POLITICS OF DEVELOPING COUNTRIES</u> (S) - Justin E. O'Donnell, NIS  3:00 - 4:00 <u>ROLE OF POLICE IN DEVELOPING SOCIE- TIES</u> (S) - Justin E. O'Donnell, NIS	2:00 - 3:30 <u>MAP - PROBLEMS AND PROSPECTS</u> (S) Dr. William H. Lewis, Deputy Director of Military Assistance and Sales, Bureau of Politico-Military Affairs
3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>	4:15 - 5:30 <u>READING PERIOD</u>	3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u>

FACULTY CHAIRMEN: James M. Ludlow  
Charles T. Vetter, Jr.

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THIRD WEEK -- GENERAL SESSIONS

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MONDAY - March 15	TUESDAY - March 16	WEDNESDAY - March 17	THURSDAY - March 18	FRIDAY - March 19
PERSPECTIVES ON UNITED STATES POLICY, PROBLEMS AND STRATEGIES				
9:00 - 10:30 <u>THE ROLE OF INTELLIGENCE</u> (S) [REDACTED] 25X1A	9:00 - 10:30 <u>COMMUNICATIONS FACTORS IN AMERICAN OPERATIONS OVERSEAS</u> (U) Dr. Charles T. Vetter, Jr., NIS	9:00 - 10:30 <u>CASE STUDY - NATIONAL DEVELOPMENT AND REGIONAL RELATIONS: UAR</u> (S) Hon. Parker T. Hart President, The Middle East Inst.	9:00 - 10:30 <u>AFRICA IN PERSPECTIVE</u> (S) C. Robert Moore, Deputy Assistant Secretary of State for African Affairs	9:00 - 10:30 <u>ROLE OF THE UN IN LDCs</u> (C) James M. Ludlow, NIS
10:45 - 12:15 <u>CURRENT DEVELOPMENTS IN CHINA AND IMPLICATIONS FOR CHINA'S FUTURE IN WORLD AFFAIRS</u> (S) (Speaker to be announced)	10:45 - 12:15 <u>PRIVATE INDUSTRY AND PRIVATE INVESTMENT IN DEVELOPING COUNTRIES</u> (U) (Speaker to be announced)	10:45 - 12:15 <u>REGIONAL SEMINAR SESSIONS AND READING</u> (Speaker joins NEA Seminar)	10:45 - 12:15 <u>USIA IN DEVELOPING COUNTRIES</u> (C) (Speaker to be announced)	10:45 - 12:15 <u>REGIONAL SEMINAR PRESENTATIONS</u>
LUNCH - READING 2:00 - 3:30 <u>SOVIET OBJECTIVES AND CAPABILITIES IN THE MIDDLE EAST</u> (S) Dr. Waldo H. Dubberstein, Prof. of Foreign Affairs, National War Coll.	LUNCH - READING 2:00 - 3:30 <u>PROBLEMS OF SOCIAL DEVELOPMENT IN LATIN AMERICA</u> (C) Hon. Covey T. Oliver Univ. of Penn.	LUNCH - READING 2:00 - 5:30 <u>DISCUSSION ON THE RESPONSIBILITIES OF THE LEGISLATIVE BRANCH IN FOREIGN POLICY MATTERS</u>	LUNCH - READING 2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR - PREPARATION OF SEMINAR REPORT</u>	LUNCH - READING 2:00 - 3:30 <u>GRADUATION SPEAKER</u> (S)
3:45 - 5:30 FILM - "China - Roots of Madness"	3:45 - 5:30 <u>REGIONAL SEMINAR SESSIONS AND READING</u> (Speaker joins LA Seminar).			3:45 - 4:00 <u>PRESENTATION OF CERTIFICATES</u>

Faculty Adviser: J. M. Ludlow

	MONDAY March 1, 8, 15	TUESDAY March 2, 9, 16	WEDNESDAY March 3, 10, 17	THURSDAY March 4, 11, 18	FRIDAY March 5, 12, 19
1 st WEEK	2:30 - 3:30 <u>INTRODUCTION:</u> Purpose, method and objectives of Regional Seminars 3:45 - 5:30 <u>READING:</u> 1. U.S. Foreign Policy for the 70's.	2:00 - 5:30 <u>READING:</u> 1. Presidential Message of Feb. 25. 2. The F.I.D.P. 3. Basic Academic Selections. 4. Basic Policy Selections.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Highlights of Levy, Lodge and Waterston Presentations.	2:00 - 4:00 <u>DISCUSSION</u> 1. The Presidential Messages. 2. The Policy Process. 3. The Role of the Country Team. 4:15 - 5:30 <u>READING PERIOD</u>	2:30 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>READING PERIOD</u>
2 nd WEEK	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>BRIEFING/ DISCUSSION</u> The Arab-Israeli Dispute J. M. Ludlow, NIS (Jointly with NEA)	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>BRIEFING/ DISCUSSION</u> Nigeria Seminar Participant	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Problems of Southern Africa Seminar Participant	2:00 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>READING PERIOD</u> 25X1A	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>BRIEFING/ DISCUSSION</u> Communist Interests and Activities in Africa
3 rd WEEK	2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>BRIEFING/ DISCUSSION</u> The Horn of Africa Seminar Participant	10:45 - 12:15 <u>BRIEFING/ DISCUSSION</u> Problems of North and West Africa Seminar Participants 2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR PREPARATION OF AF SEMINAR REPORT</u>	2:00 - 4:00 <u>GENERAL SESSION</u>



25X1A

Faculty Advisers:

J. E. O'Donnell

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REGIONAL SEMINARS -- ARA

Room 3205

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	MONDAY March 1, 8, 15	TUESDAY March 2, 9, 16	WEDNESDAY March 3, 10, 17	THURSDAY March 4, 11, 18	FRIDAY March 5, 12, 19
1 st W E E K	2:30 - 3:30 <u>INTRODUCTION:</u> Purpose, method and objectives of Regional Seminars 3:45 - 5:30 <u>READING:</u> 1. U.S. Foreign Policy for the 70's.	2:00 - 5:30 <u>READING:</u> 1. Presidential Message of Feb. 25. 2. The F.I.D.P. 3. Basic Academic Selections. 4. Basic Policy Selections.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Highlights of Levy, Lodge and Waterston Presen- tations.	2:00 - 4:00 <u>DISCUSSION</u> 1. The Presidential Messages. 2. The Policy Process. 3. The Role of the Country Team. 4:15 - 5:30 <u>READING PERIOD</u>	2:30 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>READING PERIOD</u>
2 nd W E E K	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 Highlights of first week's lectures. 25X1A	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION/ BRIEFING</u> Review of Develop- ments in L.A.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Impact of Domestic Forces on Foreign Policy Decisions	2:00 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>READING PERIOD</u>	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>BRIEFING/ DISCUSSION</u> Military Assistance and Sales in L.A. Representative OASD/ISA Dept. of Defense
3 rd W E E K	2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>BRIEFING/ DISCUSSION</u> Latin America Hon. Covey T. Oliver, University of Pennsylvania	10:45 - 12:15 <u>DISCUSSION</u> (Open) 2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUED DEVELOPED IN SEMINAR PREPARATION OF ARA SEMINAR REPORT</u>	2:00 - 4:00 <u>GENERAL SESSION</u>

## REGIONAL SEMINARS

EA  
Room 3203.

Faculty Adviser: J. H. Tobler

	MONDAY March 1, 8, 15	TUESDAY March 2, 9, 16	WEDNESDAY March 3, 10, 17	THURSDAY March 4, 11, 18	FRIDAY March 5, 12, 19
1 st W E E K	2:30 - 3:30 <u>INTRODUCTION:</u> Purpose, method and objectives of Regional Seminars 3:45 - 5:30 <u>READING:</u> 1. U.S. Foreign Policy for the 70's.	2:00 - 5:30 <u>READING:</u> 1. Presidential Message of Feb. 25. 2. The F.I.D.P. 3. Basic Academic Selections. 4. Basic Policy Selections.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Highlights of Levy, Lodge and Waterston Presen- tations.	2:00 - 4:00 <u>DISCUSSION</u> 1. The Presidential Messages. 2. The Policy Process. 3. The Role of the Country Team. 4:15 - 5:30 <u>READING PERIOD</u>	2:30 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>READING PERIOD</u>
2 nd W E E K	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Highlights of first week's lectures.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> U.S. Policy and Problems in EA Based on Green and Reischauer presentations.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Impact of Domestic Forces on Foreign Policy Decisions.	2:00 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>DISCUSSION</u> The Future of Foreign Assistance.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> The Role of the Military in EA.
3 rd W E E K	2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Intelligence Functions in EA.	10:45 - 12:15 <u>DISCUSSION</u> (Open) 2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR PREPARATION OF EA SEMINAR REPORT</u>	2:00 - 4:00 <u>GENERAL SESSION</u>

## REGIONAL SEMINARS

EA  
Room 3203.

Faculty Adviser: J. H. Tobler

	MONDAY March 1, 8, 15	TUESDAY March 2, 9, 16	WEDNESDAY March 3, 10, 17	THURSDAY March 4, 11, 18	FRIDAY March 5, 12, 19
1 st W E E K	2:30 - 3:30 <u>INTRODUCTION:</u> Purpose, method and objectives of Regional Seminars 3:45 - 5:30 <u>READING:</u> 1. U.S. Foreign Policy for the 70's.	2:00 - 5:30 <u>READING:</u> 1. Presidential Message of Feb. 25. 2. The F.I.D.P. 3. Basic Academic Selections. 4. Basic Policy Selections.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Highlights of Levy, Lodge and Waterston Presen- tations.	2:00 - 4:00 <u>DISCUSSION</u> 1. The Presidential Messages. 2. The Policy Process. 3. The Role of the Country Team. 4:15 - 5:30 <u>READING PERIOD</u>	2:30 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>READING PERIOD</u>
2 nd W E E K	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Highlights of first week's lectures.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> U.S. Policy and Problems in EA Based on Green and Reischauer presentations.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Impact of Domestic Forces on Foreign Policy Decisions.	2:00 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>DISCUSSION</u> The Future of Foreign Assistance.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> The Role of the Military in EA.
3 rd W E E K	2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Intelligence Functions in EA.	10:45 - 12:15 <u>DISCUSSION</u> (Open) 2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR PREPARATION OF EA SEMINAR REPORT</u>	2:00 - 4:00 <u>GENERAL SESSION</u>

Faculty Adviser: C. T. Vetter

MONDAY March 1, 8, 15	TUESDAY March 2, 9, 16	WEDNESDAY March 3, 10, 17	THURSDAY March 4, 11, 18	FRIDAY March 5, 12, 19
2:30 - 3:30 <u>INTRODUCTION:</u> Purpose, method and objectives of Regional Seminars 3:45 - 5:30 <u>READING:</u> 1. U.S. Foreign Policy for the 70's.	2:00 - 5:30 <u>READING:</u> 1. Presidential Message of Feb. 25. 2. The F.I.D.P. 3. Basic Academic Selections.. 4. Basic Policy Selections.	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Highlights of Levy, Lodge and Waterston Presen- tations.	2:00 - 4:00 <u>DISCUSSION</u> 1. The Presidential Messages. 2. The Policy Process. 3. The Role of the Country Team. 4:15 - 5:30 <u>READING PERIOD</u>	2:30 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>READING PERIOD</u>
2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>BRIEFING/ DISCUSSION</u> The Arab-Israeli Dispute J.M. Ludlow, NIS (Jointly with AF)	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> (Open)	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>READING PERIOD</u>	2:00 - 4:00 <u>GENERAL SESSION</u> 4:15 - 5:30 <u>BRIEFING/ DISCUSSION</u> Pakistan and Afghanistan State Participant	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>READING PERIOD</u>
2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 3:30 <u>GENERAL SESSION</u> 3:45 - 5:30 <u>DISCUSSION</u> Nixon Administra- tion James C. Humes Director, Office of Policy Plans, Bureau of Public Affairs	10:45 - 12:15 <u>BRIEFING/ DISCUSSION</u> The Near East Hon. Parker T. Hart President, Middle East Institute 2:00 - 5:30 <u>GENERAL SESSION</u>	2:00 - 5:30 <u>REVIEW OF PRINCIPAL ISSUES DEVELOPED IN SEMINAR</u> <u>PREPARATION OF NEA SEMINAR REPORT</u>	2:00 - 4:00 <u>GENERAL SESSION</u>

S E C R E T

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RESOLUTION AND RECOMMENDATION TO BE TRANSMITTED TO  
THE UNDER SECRETARY OF STATE

The Members of the Committee on Training, at their meeting of October 1, agreed unanimously that a top-level policy review of the role of the National Interdepartmental Seminar, in the context of our national foreign policy responsibilities, is required. Concept and objectives, as well as support by the participating agencies, should be considered.

There was a clear consensus that a training course of this sort is both important and necessary in providing an opportunity for senior representatives of the five agencies concerned to meet together before their assignment to key positions throughout the world. From the Committee's point of view the purpose of the Seminar should be broadened from its historical focus on "internal security" and "the development process" toward emphasis on current major foreign policy issues in the context of interagency coordination.

There was agreement that the present status of the NIS, as well as its mission, is sufficiently ambiguous as to call for such review and that this, added to the problem of personnel assignment, as well as established assignment quotas, plus the impending demise of AID, require a new look at the level and nature of interagency participation for the future.

The Members of the Committee on Training recommend that a top-level policy review be initiated as early as possible and that new directives be issued on the mission, content, participation and support of the NIS.

S E C R E T

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